

The Journal of Applied Behavioral Science

<http://jab.sagepub.com>

Normative Commitment and Instrumental Attachment as Intervening Variables in the Prediction of Union Participation

Brian P. Heshizer, Harry J. Martin and Yoash Wiener

Journal of Applied Behavioral Science 1991; 27; 532

DOI: 10.1177/0021886391274010

The online version of this article can be found at:
<http://jab.sagepub.com/cgi/content/abstract/27/4/532>

Published by:



<http://www.sagepublications.com>

On behalf of:



NTL Institute

Additional services and information for *The Journal of Applied Behavioral Science* can be found at:

Email Alerts: <http://jab.sagepub.com/cgi/alerts>

Subscriptions: <http://jab.sagepub.com/subscriptions>

Reprints: <http://www.sagepub.com/journalsReprints.nav>

Permissions: <http://www.sagepub.com/journalsPermissions.nav>

Citations <http://jab.sagepub.com/cgi/content/refs/27/4/532>

Normative Commitment and Instrumental Attachment as Intervening Variables in the Prediction of Union Participation

BRIAN P. HESHIZER

HARRY J. MARTIN

YOASH WIENER

Cleveland State University

This study analyzed organizational commitment as a social psychological process in a labor union setting. It proposed that normative commitment and instrumental attachment are variables that intervene between antecedent constructs and union participation as a behavioral outcome and, further, that such commitment and attachment are separate motivational processes that affect behavior differentially. Two competing theoretical models were evaluated, using structural equation analysis of self-report data from a sample of 176 recently unionized public agency employees. The model predicting that normative commitment and instrumental attachment mediate between union participation and four antecedent constructs provided a significantly better fit to the data than did the model predicting that these antecedents relate directly to participation. Path coefficient patterns observed within each model also supported the intervening variable hypothesis. The proposition that normative commitment and instrumental attachment are different processes also was supported by the finding that commitment has stronger links to participation than does attachment. These results are consistent with the identification theory of organizational commitment.

In the study of job attitudes, few concepts have received more attention than organizational commitment. However, commitment research has not enjoyed a strong conceptual foundation despite increased vigor in recent years. As a result, theory

Authors are listed in alphabetical order. Requests for reprints should be addressed to the authors at Department of Management and Labor Relations, Cleveland State University, 1983 East 24th Street, Cleveland, OH 44115.

JOURNAL OF APPLIED BEHAVIORAL SCIENCE, Vol. 27 No. 4, December 1991 532-549
© 1991 NTL Institute

532

development has been slow in this area. Considerable disagreement among researchers regarding the psychological processes on which commitment is based has persisted. The purpose of this article is to provide a more precise conceptual focus for commitment research by examining two issues: (a) the role of commitment as an intervening variable in the prediction of work-related behavior and (b) the notion that commitment is a normative process that complements instrumental motivation in the determination of behavior. These two issues were investigated in the context of commitment to a particular type of organization—a labor union.

Over the years, the conceptual model used most often to guide research on organizational commitment has been the identification approach. This model views commitment as “a partisan, affective attachment to the goals and values of an organization . . . and to the organization for its own sake, apart from its purely instrumental worth” (Buchanan, 1974, p. 533). Predictive models derived from the identification approach view organizational commitment as an attitudinal construct mediating the relationship between antecedents and outcomes (e.g., Steers, 1977). As such, commitment is thought to add both psychological meaning and precision to the prediction of organizational and behavioral outcomes. Considering commitment as an intervening process, the identification approach proposes that antecedent variables will be more strongly related to commitment than to outcomes. Likewise, this approach suggests that outcomes will relate more strongly to commitment than to these same antecedents.

Surprisingly, most research guided by the identification approach has separately investigated the antecedents and the outcomes of organizational commitment (e.g., Reichers, 1985). No systematic attempt to test simultaneously the more complex relationships suggested by this approach, particularly the role of commitment as an intervening variable, has been made. One major purpose of this study was to evaluate the role of organizational commitment as an intervening variable within a comprehensive model of work-related and organization-related antecedents and outcomes.

The identification approach to organizational commitment distinguishes between instrumentality-based attachment to an organization and value-based (or normative) commitment (Buchanan, 1974; Kidron, 1978). Instrumental attachment is determined through member assessment of the consequences of attachment to an organization, such as the costs and benefits associated with remaining a member of the organization. Instrumental attachment is not an “intrinsic,” value-based mind-set, but is one influenced by calculations of self-benefit (Alutto, Hrebiniak, & Alonso, 1973; Becker, 1960). Normative commitment, on the other hand, is determined by the totality of internalized normative forces that influence members to act in a manner meeting the organization’s interests. The identification approach proposes that the major determinants of organizational commitment are the values and norms held by members, rather

Brian Heshizer is associate professor of management and labor relations at Cleveland State University, Cleveland, OH.

Harry J. Martin, Ph.D., is an associate professor of management and organizational behavior in the James J. Nance College of Business Administration at Cleveland State University, Cleveland, OH.

Yoash Wiener is professor of management and organizational behavior in the Department of Management and Labor Relations at Cleveland State University, Cleveland, OH.

than members' immediate utilitarian considerations of costs and benefits. Normatively committed individuals may exhibit certain behaviors without calculating that so acting is in their personal best interests. Rather, such individuals believe that a given action is the "right" or morally correct thing to do. Thus normative commitment is more likely to contribute to the emergence of behavioral attributes such as pride in an organization and willingness to make personal sacrifices for it than is instrumental attachment.

The ramifications of this distinction between instrumental attachment and normative commitment were given particular attention in Wiener's (1982) extension and reconceptualization of the identification approach. Wiener proposed that it is not theoretically parsimonious to regard instrumental attachment as commitment, especially because theories of cognitive-instrumental motivation (e.g., expectancy theory) already accommodate such processes. Furthermore, drawing from Fishbein and Ajzen's (1975) work on the prediction of behavioral intentions, Wiener (1982) specified conditions that affect the relative weight of normative and instrumental processes in determining behavior. The present study examines the distinction between these two processes to determine whether they differentially mediate the relationship between various classes of antecedents and behavioral outcomes. Such a study has important theoretical implications because previous research in organizational commitment has largely neglected this distinction between normative and instrumental processes.

UNION COMMITMENT

This study investigated member commitment to a particular type of organization—a labor union. Two models of union commitment were examined: a direct-effects model and an intervening-effects model. The direct-effects model proposes that various antecedent variables predict union participation directly. In contrast, the intervening-effects model proposes that antecedent variables relate to union participation both directly and also through the mediation of instrumental attachment and normative commitment. The question of whether attachment and commitment indeed act as intervening constructs can be examined through comparison of these two models. In each model, constructs and associated variables were classified according to their role as antecedents, intervening variables, or outcome variables.

Antecedent Variables

Several classes of antecedent variables were selected based on a review of the organizational commitment literature and also the union commitment literature.

Generalized affect toward unionism is one class of antecedent variables. This class is similar to the antecedent category of organizational experiences suggested by Steers (1977). In the context of union commitment, these may include general attitudes toward unions, beliefs regarding the ethical standards of unions, and feelings of trust in unions. Some researchers have suggested that such beliefs reflect "early union socialization" (e.g., Fullagar & Barling, 1989). Early socialization experiences also are thought to determine generalized affect toward a particular type of organization

(e.g., small businesses, hospitals, unions) and to lead to commitment (Mowday, Porter, & Steers, 1982).

Another potentially important class of antecedents includes various determinants of the labor relations climate in an employing organization (e.g., Angle & Perry, 1986). As that climate becomes less favorable, instrumental attachment and normative commitment to the union tend to become stronger.

Union effectiveness is another class of antecedent variables. The union commitment literature consistently has reported strong relationships between instrumentality perceptions of union effectiveness and attachment to the union (e.g., Fullagar & Barling, 1989).

Attitudes toward the employing organization is another class of antecedent variables. Examples are various facets of satisfaction with and commitment to the employing organization. As with the labor relations climate, these attitudes tend to have an inverse relationship with union attachment and commitment. The organizational commitment variable has particular interest because of its potential incompatibility with union commitment, even though both forms of commitment have similar psychological dynamics (e.g., Angle & Perry, 1986).

These variables do not constitute the complete range of antecedent factors affecting union attachment and commitment. However, they represent the major classes of antecedents investigated in the pertinent literature to date. These variables lend themselves to a meaningful examination of the role of commitment as an intervening variable and to investigation of the distinction between instrumental attachment and normative commitment.

Intervening and Outcome Variables

Two intervening variables were examined as mediators of the relationship between the above antecedents and union participation. Instrumental attachment represents beliefs concerning the consequences of joining a union. On the other hand, normative commitment represents members' acceptance of union values and their identification with the union.

The outcome of interest to this study was union participation as indicated by such behaviors as holding office, voting, and attending meetings. These variables have been investigated frequently in the union commitment literature (e.g., Angle & Perry, 1986; Gordon, Philpot, Burt, Thompson, & Spiller, 1980; McShane, 1986).

HYPOTHESES

Normative Commitment and Instrumental Attachment as Intervening Variables

Two hypotheses were developed to evaluate the proposition that normative commitment and instrumental attachment serve as intervening variables in the prediction of union participation.

- H1: The intervening-effects model (where antecedents relate to union participation both directly and also through the mediation of commitment and attachment) provides a better fit to the data than does the direct-effects model (where antecedents relate directly to participation and are not mediated by commitment and attachment).
- H2: Antecedents relate more strongly to intervening constructs than to union participation, and union participation relates more strongly to the intervening constructs than to the antecedents.

Normative Commitment and Instrumental Attachment as Different Processes

If normative commitment and instrumental attachment represent separate motivational processes, they should relate differentially to both outcome and to antecedent variables. Two hypotheses were developed to evaluate this proposition, one concerning outcomes and one concerning antecedents.

- H3: Normative commitment relates more strongly to union participation than does instrumental attachment.

Wiener (1982) proposed that the more an organization tends to apply symbolic and normative control to individual behavior (i.e., the more it is a normative organization) the greater the importance of normative commitment as a determinant of behavior. This hypothesis is expected to be confirmed because it is reasonable to assume that a union is an organization with relatively strong ideological and symbolic control over member behavior.

- H4: Generalized affect toward unionism relates positively to normative commitment to the union, and attitudes toward the employing organization relate negatively to normative commitment to the union. In contrast, instrumental attachment relates positively to perceptions of union effectiveness and negatively to labor relations climate.

The expected relationships for generalized affect toward unionism and attitudes toward the employing organization reflect the ideology and values accrued during the union socialization process, whereas the predictions for perceptions of union effectiveness and for labor relations climate more closely represent the instrumental experiences of union members.

METHOD

Sample and Procedure

A self-report mail questionnaire was sent to 324 public employees of a midwestern state agency, and 176 usable surveys were returned (54% response rate). The respondents were professional employees involved in vocational and rehabilitation counseling services at several regional centers of the agency in question.

Ages of the respondents ranged from 22 to 63, with an average of 40 years. The sample was approximately 60% female and 95% Caucasian. Respondents had completed an average of 16.7 years of school, with 52% holding bachelor's degrees, 39% master's degrees, and 1% J.D. or Ph.D. degrees. Only 8% listed the high school diploma as their highest degree. Respondents had been members of the union for an average of 3.3 years. The short duration of union membership was due to the fact that the union had been organized only recently. The average respondents tenure with the agency ranged from 6 months to 23 years, with an average of 10.2 years.

Measures of Antecedent Variables

Generalized affect toward unionism. This construct was measured by a single scale containing four items tapping perceptions and feelings held by members about unions' public image. These items were derived from similar measures used by Kochan (1979) and by Youngblood, DeNisi, Molleston, and Mobley (1984). (Specific items contained in all multi-item measures used are included in the appendix.)

Labor relations climate. This construct was also measured using a single scale designed to evaluate employee perceptions of the labor-management climate at the employing organization. The instrument contained five items developed especially for this study. Specific items assessed the employer's attitude toward the union, the nature of the bargaining relationship, the relationship between employer and employees, the employer's interest in giving employees a greater voice in decision making, and the union's attitude toward the employer. Each item was measured on a 1 to 5 scale, with higher scores reflecting a more favorable labor relations climate.

Union effectiveness. This construct was measured by a single scale designed to assess employee satisfaction with local union performance. The scale consisted of eight items adapted from Gordon et al. (1980). These measured satisfaction with economic outcomes, employee involvement, grievance administration, union leadership performance, and overall union performance.

Attitudes toward the employing organization. This concept was assessed using a three-item scale developed by Martin and Peterson (1987). These items tap pride in the organization and acceptance of its values. They are considered to be a measure of normative organizational commitment.

Measures of Intervening Variables

Instrumental attachment. This construct concerns individual beliefs regarding the consequences of joining a union. Five items derived from Kochan's (1979) union instrumentality measure were used to assess this dimension. These items assess beliefs concerning the benefits that unions achieve for workers on the issues of unfair employer practices, job security, wages, and working conditions, and the value received for members' dues. The scale used a 5-point agree/disagree format, with higher scores reflecting greater feelings of instrumental attachment.

Normative commitment. This concept concerns the acceptance of union values and identification with unions. It was measured using six items adapted from other union commitment instruments (e.g., Gordon, Beauvais, & Ladd, 1984; Martin & Peterson, 1987). Items were scored so that higher scale values indicated more positive attitudes toward union values and greater pride in being a member of the union.

Outcome Measures

Union participation. This outcome was assessed using four single-item measures that evaluated actual participation in union-related activities. These included frequency of attendance at union meetings, holding a union office, grievance filing, and voting in the most recent union election. These items have been used in other studies to gauge union participation (e.g., Magenau, Martin, & Peterson, 1988). A yes/no response format was used for the office holding, grievance filing, and voting measures and attendance at meetings was measured using a (*never attend*) 1 to (*almost always attend*) 5 scale.

In behavioral research it is generally accepted that multiple data sources should be used to minimize method bias. Thus self-report measures for antecedents and for outcomes should be avoided if possible. Although it is desirable to obtain independent measures for such variables, there are two reasons why this was not possible in this study. For some variables, pertinent independent measures did not exist. For other variables, existing independent data were privileged, not available to researchers. Self-report assessments were the only viable means of obtaining pertinent data for the sample used in this study.

We have a high degree of confidence in the accuracy of these data. However, the limitations of this method of data collection should be noted. For instance, favorable attitudes toward the union could lead to a favorable response toward union participation independent of actual behavior. In other words, a respondent predisposition toward cognitive consistency could lead to spurious correlations. This predisposition also may have affected the response rate. It is possible that those responding to our survey were individuals who have settled their needs for consistency, whereas non-respondents so acted in part because they have not settled these issues. In any research design in which measures of antecedent and outcome variables originate from the same source, these dynamics must be considered as possible alternative explanations for observed results. However, these potential confounding effects were minimized through the study's research design—which compared two different theoretical models under the same research conditions.

Model Development

Three models were developed to test the hypotheses given earlier. The intervening-effects model proposed four antecedent constructs, two intervening constructs, and one outcome construct, as described in the preceding section. This model allowed antecedent constructs to predict union participation both directly and through the inter-

vening variables of attachment and commitment. Directional causality between instrumental attachment and normative commitment was not hypothesized.

The direct-effects model contained the same antecedent, intervening, and outcome constructs as the intervening-effects model. However, antecedents were restricted to those paths leading directly to union participation. The paths between instrumental attachment and normative commitment and participation were the same as for the intervening-effects model.

In addition, a structural null model was constructed. It proposed no causal relations between variables and constructs (Bentler & Bonett, 1980). This model was used to calculate the Tucker-Lewis Index (Tucker & Lewis, 1973) as an additional goodness-of-fit measure for the other models.

The focus of this research design is not testing the efficacy of a particular theoretical model. Rather, this design tests the relative fit of one model in comparison to another model. This comparison of models allows for some control over alternative explanations of the results arising from methodological factors. Because both models were tested under the same research conditions, thereby subjecting both models to the same potentially confounding effects, any differences between the models can be ascribed with some degree of confidence to hypothesized effects rather than to unintended effects. This feature of the design is important because the method of data collection used in this study potentially can produce spurious correlations and does not lend itself to strong statements of causality. Although the causal paths hypothesized eventually must be confirmed through future studies using other methods, it is felt that these models provide a helpful test of the hypothesized relationships while simultaneously keeping the overall complexity of the situation in clear view.

Data Analysis

A correlation matrix containing the antecedent, intervening, and outcome variables was analyzed using Version 7 of LISREL (Jöreskog & Sörbom, 1985). This program provides maximum likelihood estimates for nonfixed parameters and also measures of goodness of fit between the hypothesized models and the correlation matrix actually observed.

Following the recommendations of numerous authors (e.g., Heise & Smith-Lovin, 1981; James, Mulaik, & Brett, 1982; Kenny, 1979; Williams & Hazer, 1986), internal consistency reliabilities were used as estimates of path coefficients between measured variables and constructs. When only one scale was used to measure a latent construct, coefficients for the relationship between the scale and its construct were fixed to the square root of the reliability and random error variances were fixed to 1 minus the reliability. For union participation, where multiple scales were used to measure the construct, one scale was used to anchor the construct and the path and random error coefficients for remaining measures were free to vary.

Comparison of the intervening-effects model with the direct-effects model was the primary interest of this study, to determine the ability of instrumental attachment and normative commitment to mediate the relationship between antecedents and out-

comes. Given that the direct model is nested within the intervening model, a chi-squared difference test (Bentler & Bonett, 1980) was used to test differences in the fit between the two models. If the intervening-effects model provides a significantly better fit to the data than does the direct-effects model, this is evidence that instrumental attachment and normative commitment mediate the relationship between antecedents and outcomes.

RESULTS

Table 1 presents descriptive statistics, correlations, and internal consistency reliability coefficients for the variables used in this study. Scale values were comparable to those observed in similar studies of union participation, and all multi-item measures achieved acceptable levels of internal consistency reliability.

Table 2 presents the fit indices for the models tested in this study. Although there is considerable controversy surrounding the appropriate use of such indices (e.g., Marsh, Balla, & McDonald, 1988; Mulaik et al., 1989), one convention is to consider the ratio of the chi-square to degrees of freedom for the model. The intervening effects model achieved a ratio of 1.85, which suggests a good fit to the data.

To assess the mediating effect of instrumental attachment and normative commitment on the relationship between antecedents and union participation, a chi-squared difference test was conducted between the two models. The results indicated that the intervening-effects model provided a significantly better fit than did the direct-effects model ($\chi^2 [8] = 167.50, p < .001$). This finding provided strong support for Hypothesis 1.

Hypothesis 2 was evaluated through examination of the LISREL coefficients for the intervening-effects model (presented in Figure 1) and those for the direct-effects model (presented in Figure 2). These figures indicate that the hypothesized intervening relationships were obtained and that they were stronger for normative commitment than for instrumental attachment. In general, the antecedent constructs related more strongly to the intervening constructs than they did to participation, whereas participation related more strongly to the intervening constructs than it did to the antecedents. One exception was observed for labor relations climate; this construct had a strong inverse relationship with union participation and did not relate either to instrumental attachment or to normative commitment. As a whole, however, the observed pattern of relationships supported Hypothesis 2.

Note that although Figures 1 and 2 indicate dual paths (i.e., a noncausal relationship) between instrumental attachment and normative commitment these paths were estimated separately. This is due to difficulties in estimating such paths simultaneously (Jöreskog & Sörbom, 1985).

This study also proposed that normative commitment and instrumental attachment represent different motivational processes in the prediction of union participation. Hypothesis 3 predicted that normative commitment would relate to union participation more strongly than would instrumental attachment. The path coefficients in both

TABLE 1
Descriptive Statistics for Antecedent, Intervening, and Outcome Measures

Variable	No. of Items	M	SD	Correlations									
				1	2	3	4	5	6	7	8	9	10
Generalized affect toward unionism													
1. Union's public image	4	12.1	2.76	(79)									
Labor relations climate													
2. Labor relations climate	5	12.9	3.39	-08	(74)								
Union effectiveness													
3. Satisfaction with local	8	27.6	5.73	49	13	(90)							
Organization attitudes													
4. Organization commitment	3	9.6	2.56	-08	49	03	(86)						
Instrumental attachment													
5. Union commitment	6	19.0	5.63	63	-05	66	-18	73	(92)				
Union participation													
7. Attend union meetings	1	1.9	1.18	34	-26	35	-21	25	51	(-)			
8. Hold union office	1	19%	yes	32	-27	22	-17	24	39	64	(-)		
9. Filed a grievance	1	26%	yes	36	-17	19	-18	21	29	44	41	(-)	
10. Voted in last election	1	70%	yes	18	04	21	16	16	24	30	17	13	(-)

NOTE: Figures in the diagonal are internal consistency reliability coefficients (Cronbach's alpha). Decimal points have been omitted from all coefficients. For $n = 176$, $r = 0.15$, $p < .05$; $r = 0.19$, $p < .01$; $r = 0.27$, $p < .001$, two-tailed test.

TABLE 2
Fit Indices for Model Comparisons

<i>Model</i>	<i>df</i>	χ^2	<i>p</i>	<i>TLI</i>	<i>GFI</i>	<i>AGFI</i>	<i>RMSR</i>
Intervening	25	46.28	.006	.877	.950	.891	.062
Direct	33	213.78	.001	.798	.847	.745	.154
Null	45	538.11	.001	—	.384	.100	.290

NOTE: TLI = Tucker-Lewis Index; GFI = goodness-of-fit index; AGFI = adjusted goodness-of-fit index; RMSR = root-mean-square residual.

models (Figures 1 and 2) supported this hypothesis. However, although a relatively weak relationship was expected between instrumental attachment and participation, the negative direction of this relationship is somewhat surprising.

Instrumental attachment and normative commitment also were expected to relate differentially to the antecedents. Hypothesis 4 predicted that generalized affect toward unionism would be positively related and that attitudes toward the employing organization would be negatively related to normative commitment. On the other hand, instrumental attachment was predicted to relate positively to perceptions of union effectiveness and negatively to labor relations climate. Examination of coefficients in the intervening-effects model (Figure 1) provided support for the proposed relationships between normative commitment and affect toward unionism and attitudes toward the employing organization. Contrary to expectations, however, union effectiveness related more strongly to normative commitment than to instrumental attachment, and labor relations climate did not relate either to instrumental attachment or to normative commitment. Although Hypothesis 4 was not fully supported, the overall results for these hypotheses suggest that instrumental attachment and normative commitment do represent different motivational processes.

DISCUSSION

The findings support the propositions that (a) instrumental attachment and normative commitment act as intervening constructs in the prediction of union participation (Hypotheses 1 and 2) and (b) attachment and commitment represent separate motivational processes that differentially affect behavior (Hypotheses 3 and 4).

The intervening-effects model provided a significantly better fit to the data than did the direct-effects model, thereby supporting Hypothesis 1. Furthermore, antecedent constructs generally had a stronger relationship to the intervening constructs than they did to union participation, and union participation had a stronger relationship to the intervening constructs than it did to the antecedents. This pattern of coefficients provided support for Hypothesis 2. However, the intervening effect of normative commitment clearly was stronger than was that of instrumental attachment. These results suggest that antecedents such as socialization experiences, perceptions of union effectiveness in providing for member needs, and attitudes toward the employing organization do not directly affect union participation. Instead, such variables contrib-

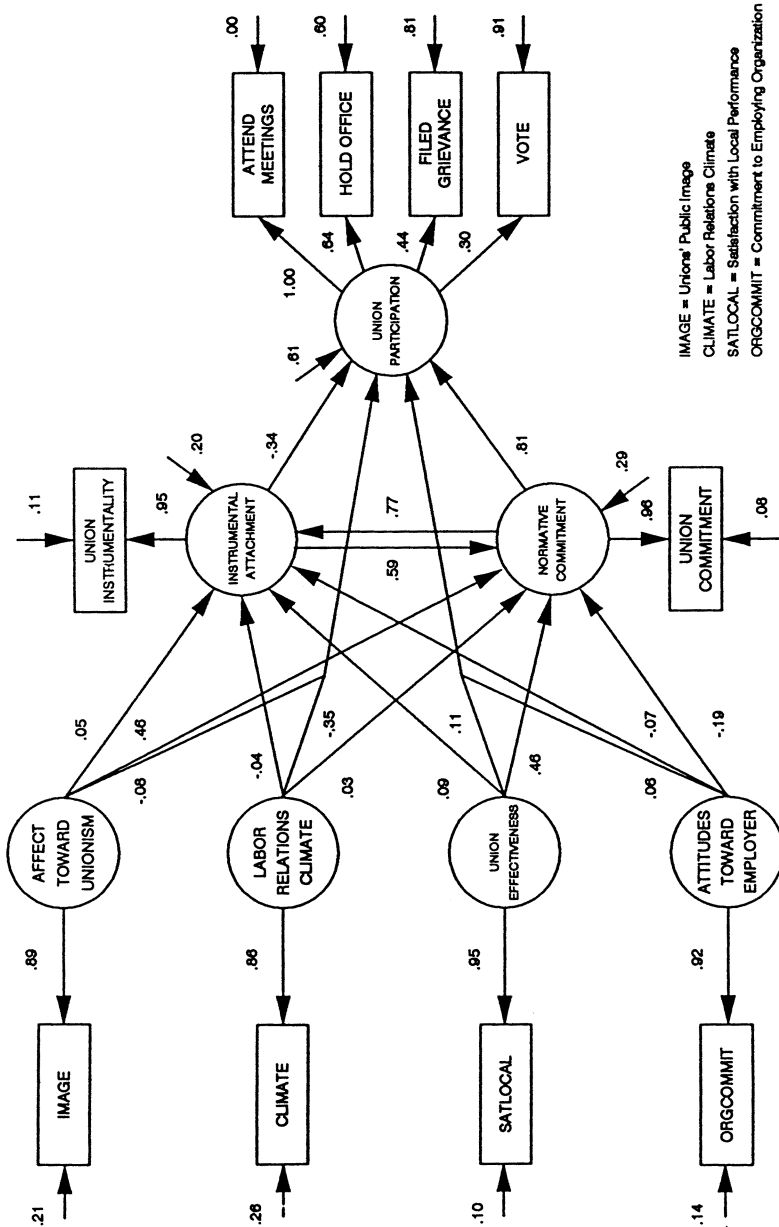


FIGURE 1: Intervening-Effects Model

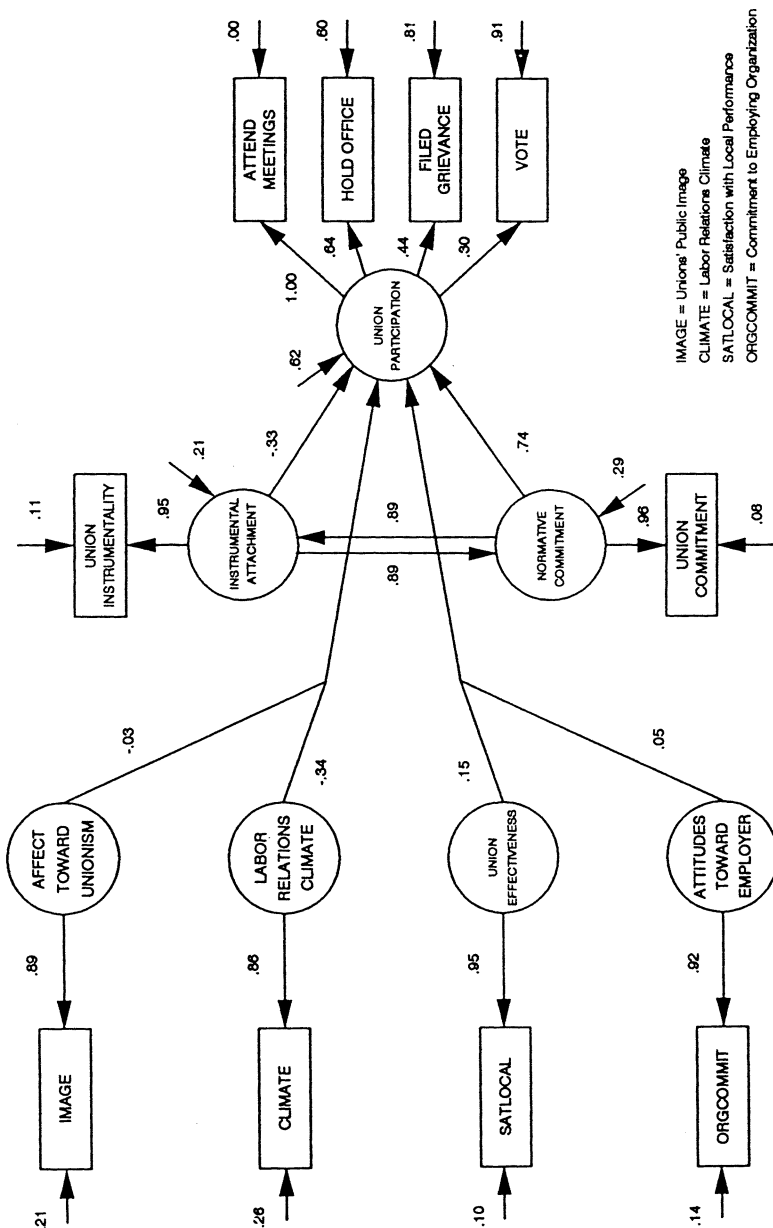


FIGURE 2: Direct-Effects Model

ute to the formation of normative and instrumental beliefs that, in turn, influence member behavior.

These findings are theoretically significant. They add to our understanding of the psychological dynamics of commitment, by highlighting its intervening role as a determinant of behavior. As such, these findings provide support for the identification model of commitment. They suggest that viewing commitment as an intervening variable can improve prediction of work behavior.

Beyond examining the role of commitment as an intervening construct, this study explored the distinction between normative commitment and instrumental attachment as determinants of work related behavior. It was proposed (Hypotheses 3 and 4) that normative commitment and instrumental attachment are different motivational processes and, therefore, that they would have divergent patterns of relationships both to antecedents and to outcomes. Consistent with Hypothesis 3, the pattern of relationships between the intervening constructs and outcomes observed in both models suggests that normative commitment is a more powerful determinant of union participation than is instrumental attachment.

Although a relatively weak relationship was proposed between instrumental attachment and union participation by Hypothesis 3, the negative direction of this path is somewhat surprising. It seems that the more members believe that unions, in general, are capable of enhancing and protecting their interests, the less they are inclined to actively participate in union functions. This suggests that when union membership is founded primarily on instrumental beliefs, members may be more inclined to take the union "for granted," even to the extent of reducing participation. On the other hand, the stronger the ideological foundation of membership (as reflected in normative commitment), the more members are likely to become actively involved. It is possible that these contrasting tendencies are particularly pronounced in organizations where ideological and symbolic influences are highly important in controlling member behavior, as seems to have been the case in the recently organized union studied here.

Hypothesis 4 focused on the relationship between intervening constructs and antecedents; and it was supported for normative commitment but not for instrumental attachment. The predicted relationships between normative commitment and generalized affect toward unionism and attitudes toward the employing organization were observed. However, the expected relationships between instrumental attachment and union effectiveness and labor relations climate did not emerge.

This finding also is surprising because the perceived success of the local union in satisfying member needs is thought to be an instrumental experience. However, it is possible that socialization experiences prior to membership in a union (i.e., beliefs acquired from family, peers, or other significant social agents) focus primarily on acquisition of instrumental beliefs about unions rather than acquisition of normative ones. As a consequence, actual instrumental experiences with a specific union may serve to reinforce more recently formed and salient normative beliefs rather than affecting already established instrumental beliefs. Future research that systematically examines the socialization process in unions could aid significantly in our understanding of this process.

This research was not specifically designed to study the process through which commitment is formed in organizations. However, the pattern of relationships observed provides some suggestions on this issue. The constructs with the strongest relationship to normative commitment were generalized affect toward unionism and union effectiveness. The former construct reflects early socialization experiences at least in part, and the latter represents instrumental experiences. Thus the process through which members acquire organization-related values, and come to identify with an organization, does not appear to be independent of the instrumental learning process or of the influence of rewards and punishments.

Once the value internalization process is completed, however, the picture changes. The resultant commitment appears to make it possible for members to exhibit organizationally desired behaviors in a "functionally autonomous" manner under adverse conditions and to do so without the controlling effects of rewards and punishments. This sequence of events, suggested by the pattern of relationships obtained in the intervening-effects model, is consistent with the identification approach to understanding commitment (Wiener, 1982) and with basic notions of value internalization (Jones & Gerard, 1967). It may be that the establishment of commitment among an organization's members requires that organization to conduct instrumental motivation programs and to create conditions conducive to job satisfaction. In the context of a union organization, this process suggests that a union can influence the acquisition of desired values and ideology (i.e., normative commitment) by providing for the needs of its members effectively. Positive instrumental experiences appear crucial for the reinforcement of early member identification with the union's values. Once values are internalized by members and commitment to the union has been formed, however, behavior of members tends to be guided more strongly by norms, values, and ideology than by immediate calculative considerations. This process is particularly important to unions—which often are compelled to ask members to exhibit self-sacrificing behavior for which rewards are not assured or may be delayed far into the future.

Another issue raised by these findings concerns the process of dual commitment in union organizations. Recent studies suggest that dual commitment is not common in such organizations (e.g., Angle & Perry, 1986). The negative relationship between normative commitment and attitudes toward the employing organization found in this study suggests that these two types of commitment may be incompatible in certain situations. However, it is possible that in a situation where the union is more mature and less ideologically oriented, dual commitment may develop. Previous research has provided some support to such a contingency approach to this issue (Gallagher, 1984; Magenau et al., 1988).

Note that the self-report procedure used in this study allows for alternative explanations of the observed results and makes the assumption of one-way causality difficult. However, the comparison of alternative theoretical models that is a basic feature of the research design serves to minimize such possible methodological limitations. Further confirmation of this model using other types of unions, and extension of the model to employing organizations and work-related outcomes, is warranted. It especially is important to verify these relationships with actual (rather than self-report) participation data when such information is available.

In conclusion, the study's results support the view that normative commitment is an intervening variable in a predictive model of union participation. The findings also indicate the utility of viewing commitment primarily as a normative process that complements instrumental motivation in the prediction of behavior.

APPENDIX

Unions' public image^a (IMAGE)

1. Do you agree or disagree with the statement that corruption is widespread in unions?
- 2.^b The negative public image of unions is not deserved when compared to the actual conduct of unions.
3. Unions in this country have leaders who do what is best for themselves rather than what is best for their members.
4. Unions in this country require members to go along with decisions they don't like.

Labor relations climate (CLIMATE)

1. How would you describe the attitude of the agency's administration toward the union? (1 = *hostile*; 2 = *adversarial*; 3 = *neither favorable nor unfavorable*; 4 = *accepts the union and works toward cooperation*; 5 = *seeks close partnership with the union*)
2. How would you describe the bargaining relationship between the agency and the union? (1 = *very adversarial*; 2 = *adversarial*; 3 = *neither cooperative nor adversarial*; 4 = *cooperative*; 5 = *very cooperative*)
3. How would you describe the overall relationship between the agency and employees? (1 = *hostile*; 2 = *adversarial*; 3 = *neither cooperative nor adversarial*; 4 = *cooperative*; 5 = *close partnership*)
4. How interest is the agency's administration in giving employees greater voice in decisions about their work? (1 = *strongly opposed*; 2 = *opposed*; 3 = *neither interested nor opposed*; 4 = *interested*; 5 = *very interested*)
5. How would you describe the attitude of the union toward the agency's administration? (1 = *hostile*; 2 = *adversarial*; 3 = *neither favorable nor unfavorable*; 4 = *accepts the agency and works toward cooperation*; 5 = *seeks close partnership with the agency's administration*)

Satisfaction with union local performance^c (SATLOCAL)

1. How satisfied are you with the union's performance on wages, benefits, and working conditions?
2. How satisfied are you with the union's performance on getting more employee involvement in decisions about their jobs?
3. How satisfied are you with the union's handling of grievances?
4. How satisfied are you with the union's performance communicating with employees and involving them in the union's operation?
5. How satisfied are you with the union's approach to dealing with the organization?
6. How satisfied are you with the performance of local union elected officers?
7. How satisfied are you with the performance of national union elected officers?
8. How satisfied are you with the overall performance of the union?

Organization commitment^d (ORGCMMIT)

1. I talk up this employer to my friends as a great employer to work for.
2. I find that my values and my employer's values are very similar.
3. I am proud to tell others that I am part of my employer's organization.

Union instrumentality^d (UNION INSTRUMENTALITY)

- 1.^b Unionization is likely to cause more conflict between employees and the organization.
2. Unions in this country protect workers against unfair actions by their employers.
3. Unions in this country improve the job security of workers.
4. Unions in this country improve the wages and working conditions of workers.
5. Unions in this country give members their money's worth for the dues they pay.

Normative union commitment^d (UNION COMMITMENT)

1. I am very loyal to this union.
2. I am concerned about the survival of the union.
3. I share the values of the labor movement.
4. I talk up this union to my friends as a great organization to be a member of.
5. My values and the union's values are very similar.
6. I feel a sense of pride in being a part of this union.

a. Response categories ranged from *strongly agree* (1) to *strongly disagree* (5).

b. Reversed scored item.

c. Response categories ranged from *very dissatisfied* (1) to *very satisfied* (5).

d. Response categories ranged from *strongly disagree* (1) to *strongly agree* (5).

REFERENCES

- Alutto, J. A., Hrebiniak, L. G., & Alonso, R. C. (1973). On operationalizing the concept of commitment. *Social Forces*, 51, 448-454.
- Angle, H. L., & Perry, J. L. (1986). Dual commitment and labor-management relationship climates. *Academy of Management Journal*, 29, 31-50.
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 32-40.
- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88, 588-606.
- Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly*, 19, 533-546.
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention, and behavior*. Reading, MA: Addison-Wesley.
- Fullagar, C., & Barling, J. (1989). A longitudinal test of a model of the antecedents and consequences of union loyalty. *Journal of Applied Psychology*, 74, 213-227.
- Gallagher, D. G. (1984). The relationship between organizational and union commitment among federal government employees. In R. B. Robinson & J. A. Pearce (Eds.), *Proceedings of the 44th Annual Meeting of the Academy of Management*, 319-323.
- Gordon, M. E., Beauvais, L. L., & Ladd, R. T. (1984). The job satisfaction and union commitment of unionized engineers. *Industrial and Labor Relations Review*, 43, 359-370.
- Gordon, M. E., Philpot, J. W., Burt, R. E., Thompson, C. A., & Spiller, W. E. (1980). Commitment to the union: Development of a measure and an examination of its correlates. *Journal of Applied Psychology*, 65, 479-499.
- Heise, D. R., & Smith-Lovin, L. (1981). Impressions of goodness, powerfulness, and liveliness from discerned social events. *Social Psychology Quarterly*, 44, 93-106.

- James, L. R., Mulaik, S. A., & Brett, J. M. (1982). *Causal analysis: Assumptions, models, and data*. Beverly Hills, CA: Sage.
- Jones, E. E., & Gerard, H. B. (1967). *Foundations of social psychology*. New York: Wiley.
- Jöreskog, K. G., & Sörbom, D. (1986). *LISREL VI user's guide: Analysis of linear structural relationships by the method of maximum likelihood*. Mooresville, IN: Scientific Software.
- Kenny, D. A. (1979). *Correlation and causality*. New York: Wiley.
- Kidron, A. (1978). Work values and organizational commitment. *Academy of Management Journal*, 21, 239-246.
- Kochan, T. A. (1979). How American workers view labor unions. *Monthly Labor Review*, 102(4), 23-31.
- Magenau, J. M., Martin, J. E., & Peterson, M. M. (1988). Dual and unilateral commitment among stewards and rank-and-file union members. *Academy of Management Journal*, 31, 359-376.
- Marsh, H. W., Balla, J. R., & McDonald, R. P. (1988). Goodness-of-fit indexes in confirmatory factor analysis: The effect of sample size. *Psychological Bulletin*, 103, 391-410.
- Martin, J. E., & Peterson, M. M. (1987). Two-tier wage structures: Implications for equity theory. *Academy of Management Journal*, 30, 297-315.
- McShane, S. L. (1986). A path analysis of participation in union administration. *Industrial Relations*, 25, 72-80.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Mulaik, S. A., James, L. R., Van Alstine, J., Bennett, N., Lind, S., & Stilwell, C. D. (1989). Evaluation of goodness-of-fit indices for structural equation models. *Psychological Bulletin*, 105, 430-445.
- Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10, 465-471.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22, 46-56.
- Tucker, L. R., & Lewis, C. A. (1973). A reliability coefficient for maximum likelihood factor analysis. *Psychometrika*, 38, 1-10.
- Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, 7, 418-428.
- Williams, L. J., & Hazer, J. T. (1986). Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods. *Journal of Applied Psychology*, 71, 219-231.
- Youngblood, S. A., DeNisi, A. S., Molleston, J. L., & Mobley, W. H. (1984). The impact of work environment, instrumentality beliefs, perceived labor union image, and subjective norms on union voting intentions. *Academy of Management Journal*, 27, 576-590.